



# Perceived organizational support and psychological empowerment on service performance mediated by organizational citizenship behavior Islamic perspective (OCBIP)

 Marfuatun<sup>(a)</sup>,  Muafi<sup>(b)\*</sup>



<sup>(a)</sup>Master of Management, Universitas Islam Indonesia, Indonesia

<sup>(b)</sup>Professor, Management Department, Universitas Islam Indonesia, Indonesia

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## ABSTRACT

*This study aims to determine and analyze the influence of perceived organizational support, psychological empowerment, and organizational citizenship behavior from an Islamic perspective to service performance, as well as the mediation role of organizational citizenship behavior from an Islamic perspective on the relationship between perceived organizational support and psychological empowerment on service performance. The population of this study is all employees of food processing industry companies in Yogyakarta with a number of samples of 112 respondents. Using the quantitative method and primary data from questionnaire distributions, the research model will be analyzed using Structural Equation Modeling (SEM) with AMOS software. The results of this study reveal that perceived organizational support has a positive and significant influence on service performance; psychological empowerment has a positive and significant influence on service performance; organizational citizenship behavior from an Islamic perspective has a positive and significant influence on service performance; organizational citizenship behavior from Islamic perspective mediates the relationship between perceived organizational support on service performance, and organizational citizenship behavior from Islamic perspective mediates the relationship between psychological empowerment on service performance.*

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## Introduction

Currently, business development in Indonesia shows rapid growth, one of which is a business engaged in the food processing industry. This can be seen from the increasing number of processed products with various forms and different trademarks. This condition has made competition between companies in similar industries becomes tighter; hence it requires companies to improve their performance. Performance of a company is highly dependent to its human resource (HR) quality, and a good HR is HR who has good service performance (Robbins & Judge, 2015).

The achievement or failure of company goals can be seen from the service performance of its employees. Mathis & Jackson (2006) stated that employee service performance can play a role as a determinant of company success. Employee service performance is a combination of effectiveness and efficiency when performing work tasks (Robbins & Judge, 2015). This means that employees who have service performance are employees who can complete the work assigned to them appropriately and carefully in terms of the time, energy, and company resources used, so that they can provide optimal results.

Efforts to improve service performance can be done through several factors, such as through organizational citizenship behavior (OCB) from Islamic perspective (Sani & Ekowati, 2019; Hamsani et al. 2017; Sukmayanti & Sintaasih, 2018). OCB has been used to describe unrecognized individual behavior both implicitly and explicitly by formal reward system, and it supports the effectiveness and efficiency of an organization as a whole (Organ, 1988). On the other hand, OCB from Islamic perspective is defined as individual discretionary actions that is in accordance with sharia, which is described by individuals in organizations to seek the pleasure from

\* Corresponding author. ORCID ID: 0000-0002-5078-4670

Allah by protecting the objectives of sharia, as well as protection and preservation of the five *daruriyyat* needs, namely protection of religion, life, wealth, reason/intellect, and descent (Kamil et al. 2014).

Other variable that is related to service performance is perceived organizational support (Afzali et al. 2014; Darolia et al. 2010; Gillet et al. 2013; Karatape & Aga, 2016). The role of organizational support for employees in the context of the improvement of employee service performance becomes one of the antecedents for performance improvement. It is because the higher perceived organizational support felt by employees, the higher job satisfaction as well as employee performance would be. Eisenberger et al. (2002) stated that there are two aspects that can be considered in understanding the condition of perceived organizational support by employees. The first is reward from organization for employee contribution and the second one is organizational attention to employee welfare. Besides having a direct influence on service performance, perceived organizational support also has an influence on OCB (Maulana & Afriyanty, 2017).

Another factor that has a role in the improvement of service performance is psychological empowerment (Afzali et al. 2014; Hechanova et al. 2006; Kazlauskaitė et al. 2016; Degago, 2014; Sukmayanti & Sintaasih, 2018; Sun, 2016). Psychological empowerment that is given to employee will enable them to understand about the meaning of work, ability to work, self-motivation, and independence (Spreitzer, 1995). The majority of previous studies regarding the relationship between psychological empowerment and service performance indeed show significant performance. However, there are several findings which suggest the opposite result. These different findings reveal that some indicators of psychological empowerment do not have significant influence on service performance, namely choice and meaning (Durrah et al. 2014; Olcer & Florescu, 2015).

This study attempts to provide new literacy regarding the efforts to improve company service performance that is supported by OCB from Islamic perspective, perceived organizational support, and psychological empowerment. The topic regarding OCB from Islamic perspective is still rarely studied and discussed in the previous studies. This study attempts to analyze the mediation role of OCB from Islamic perspective in influencing the relationship between perceived organizational support and psychological empowerment on service performance.

## **Literature Review**

### *Perceived Organizational Support*

Perceived organizational support (POS) refers to employee perception of the extent to which organizations assess their contribution, provide support, and care about their well-being (Rhoades & Eisenberger, 2002). In addition, according to Eisenberger et al. (1986), perceived organizational support is individual perception of the extent to which organization values their contribution and how the organization concerns about their welfare. In the context of managing talented employees, organizational support is shown by the organization by providing incentives and benefit for employees to value their achievement. Furthermore, promotion and salary become signal from organization to value employee achievement as well as to show that organization concerns about the development of employees' skills and self-actualization (Shuck et al., 2011).

Rhoades & Eisenberger (2002) argued that perceived organizational support is how organizations value their employee contribution and employee concerns. Eisenberger et al. (2002) stated that there are two aspects that can be considered in understanding the condition of perceived organizational support felt by employees. The first is from organization's reward to employee contribution, and the second is organization concern on employee well-being.

Moreover, there are three important aspects of organizational support that can be perceived by individuals in organization, namely: (1) Justice, namely the means that should be used to channel existing resources in the organization and concerns about employee well-being; (2) Supervisor/leaders' support, because they act as organizational representatives that are responsible for regulating and assessing subordinates' performance; and (3) Rewards from organization and working condition (Rhoades & Eisenberger, 2002).

Numbers of previous studies have proven the important role of organizational support in improving employee performance, especially in the aspect of service performance (Gillet et al. 2013; Karatape & Aga, 2016; Bukhari & Adil, 2016). The influence of perceived organizational support on performance occurs not only in one industry, but it does prove in various industry such as health (Gillet et al. 2013), banking (Karatape & Aga, 2016), food (Karavardar & Gulsah, 2014), and education (Abdulrab et al. 2018).

Bukhari & Adil (2016; Abdulrab et al. 2018) found in their studies that the relationship between organizational support and performance can be improved by the existence of psychological empowerment for employees. Besides, Yongxing et al. (2017) stressed the role of organizational support in strengthening the relationship between employee engagement and job performance. This strengthens the role of perceived organizational support in developing the quality of employee performance.

### *Psychological Empowerment*

The concept of psychological empowerment has been introduced by several researchers, such as Conger and Kanungo (1988), who defined psychological empowerment as a motivational concept of self-fulfillment, that specifically can be stated as the increase of intrinsic task motivation realized in a set of cognition that reflects individual orientation in their work role (Sargolzaei & Keshtegar, 2015).

Debora (2006) explained that psychological empowerment is empowerment as motivational construct. In psychology literature, power and control is used as belief state that is motivational or contains expectations, which is informal in each individual. In a motivational sense, power is an intrinsic need from within individuals who have self-determination, or an intrinsic need to feel confident in self-effectiveness.

According to Meyerson & Kline (2008), psychological empowerment is an individual's belief in his ability to carry out work activities related to skills and competencies. Furthermore, Meyerson & Kline (2008) added that psychological empowerment is related to how competent or capable people feel empowered in their work environment.

Psychological empowerment has been proven both theoretically and practically in field that it can influence employee performance (Lin et al. 2017; Ihtian, 2014; Nuray, 2016; Indradevi, 2012). The majority of the previous studies on the relationship between psychological empowerment and service performance did show significant relationship. However, there are several findings that suggest opposite results, that several indicators of psychological empowerment do not have significant influence on service performance, namely choice and meaning (Durrah et al. 2014; Olcer & Florescu, 2015).

The relationship of psychological empowerment and service performance is supported by other variables such as OCB (Ihtian, 2014), satisfaction (Nuray, 2016) and employees' tenure and length of service (Sanjeev & Santhi, 2018). From these variables, OCB has a quite important role since it is able to mediate the relationship between psychological empowerment and performance.

#### *Organizational Citizenship Behavior from Islamic Perspective (OCBIP)*

OCB has been used to describe unrecognized individual behavior both implicitly and explicitly through formal reward system that supports the effectiveness and efficiency of an organization as a whole (Organ, 1988). OCB is a behavior that provides contribution or performance more to others rather than their own self. When viewed from the point of view of Islam as the religion followed by the majority of Indonesia's population, this description is one of the many characteristics own by a Muslim (Kamil et al. 2015).

There are numbers of previous studies that analyze OCB and proven that OCB is able to provide direct significant influence on employee performance (Harwiki, 2016; Muzakki et al. 2019; Bagyo, 2018). The discussion of OCB continues from time to time, and an interesting topic has emerged namely OCB in Islamic perspective (OCBIP). OCBIP is individual discretionary actions that is in accordance with sharia, which is described by sharia described by individual in organization to look for *falāh* or *riḍālah* (pleasure from Allah) by protecting sharia *maqāsid* (purpose); protection and preservation of five *ḍaruriyyat* (needs) (namely protection of religion, life, wealth, reasons/intellect, and descent); *hājiyyat* (complementary); and *taḥsiniyyat* (ornament). By referring to empirical studies, the OCBIP measurement model in the context of business organization is explained by four components, namely altruism (*AlEethaar*), civic virtue (*Qayam al-muwatwanah*), advocating high moral standard (*Dakwah*), and removal of harm (*Raf'al haraj*) (Kamil et al. 2014).

This study uses factors from OCBIP that is formulated in prior research and developed by Kamil (2014), which consists of four factors, namely: altruism, civic virtue, advocating high moral standards (*Dakwah*), and removal of harm. This analysis is based on the findings from previous studies that OCBIP can have an influence on service performance (Sani & Ekowati, 2019; Hamsani et al. 2017; Sukmayanti & Sintaasih, 2018). In addition, Fasa (2018) also found that OCBIP is influenced by several factors, such as Islamic leadership style, Islamic work motivation, and job satisfaction.

Besides the direct influence of OCBIP on performance, OCBIP is also able to mediate the relationship between perceived organizational support and performance (Sukmayanti & Sintaasih, 2018; Chiang & Hsieh, 2012) as well as psychological empowerment and performance (Sukmayanti & Sintaasih, 2018). There is still a little discussion regarding the mediation role of OCBIP in previous studies. Some literatures still put their focus only on OCB in general (Karavardar, 2014; Sukmayanti & Sintasih 2016; Khan & Ghuftron, 2018), thus the results of this study will be able to generate new findings in the context of OCBIP.

#### *Service Performance*

Employee service performance is a combination of effectiveness and efficiency when performing main job duties (Robbins & Judge, 2015). According to Cronin & Taylor (1992), service performance is a measure of service quality. Cronin & Taylor (1992) added that since the measure of service quality is only based on performance, namely the performance of company personnel and all facilities used, the process of service delivery to customer need to be noted so that the service quality fits with the intention of the company to deliver services to customers. Therefore, based on service context, service performance requires personnel and facilities in the service delivery process.

Service performance measurement is developed by Cronin & Taylor (1994) who stated that the measure of service quality is the service performance received by the customer, and customers can only judge the quality of a service they have experienced or felt (Dharmayanti, 2006). Service performance model in determining service quality can be used by measuring only the service performance. Service performance is seen as the best representation of customers' perception regarding the service quality they received from the service provider.

Efforts to improve service performance can be made through several factors, one of which is OCB from Islamic perspective (Sani & Ekowati, 2019; Hamsani et al. 2017; Sukmayanti & Sintaasih, 2018), perceived organizational support (Darolia et al. 2010; Gillet et

al. 2013; Karatape & Aga, 2016), and psychological empowerment (Hechanova et al. 2006; Kazlauskaitė et al. 2016; Degago, 2014; Sukmayanti & Sintaasih, 2018; Sun, 2016).

## Research and Methodology

This study is conducted on food processing industry companies located in Yogyakarta Province. The population of this study is all 155 employees of food processing industry companies. The sampling technique is carried out using purposive sampling method with the criteria of: have worked for at least 2 years, is less than 50 years old, and have high school as minimum (last) education. From these criteria, the sample of this study is obtained as 112 employees. The data of this study is primary data obtained from questionnaire distribution to respondents, which are then analyzed using Structural Equation Modeling method with AMOS software. This study uses two exogenous variables, namely perceived organizational support and psychological empowerment. As for the endogenous variable of this study is OCBIP and service performance. The measurement of variables in this study is as follows:

Perceived Organizational Support (Rhoades & Eisenberger, 2002):

1. Organization values employee contribution.
2. Organization appreciates the extra effort employees have put into.
3. Organization will pay attention to all complaints from employees.
4. Organization cares deeply about employee welfare.
5. Organization will notify employees if they are not doing a good job.
6. Organization is concerned with the general satisfaction of employees' jobs.
7. Organization shows great concern for employees.
8. Organization takes pride in the success of its employees at work.

Psychological Empowerment (Thomas & Velthouse, 1990):

1. Sense of meaning:
  - a. The work I do is always meaningful to me
  - b. My work activities have personal meaning to me
  - c. The work I do is very important to me
2. Sense of competence:
  - a. I am confident about my ability to do my job
  - b. I am confident about my ability to do my job activities
  - c. I have mastered the skills necessary for my job
3. Sense of self-determination:
  - a. I can decide for myself how to do my job
  - b. I have the freedom to decide how I get my work done
4. Sense of impact:
  - a. I have a big influence on what happens in my company
  - b. I have great control over what happens in my company
  - c. I have an important influence on what happens to my company

Organizational Citizenship Behavior from Islamic Perspective (OCBIP) (Kamil, et al. 2014):

1. Altruism (*Ta'awun*):
  - a. I do my best work to get the pleasure (*ridha*) of Allah
  - b. I rely on reward from Allah only when I do good
  - c. I sincerely help my colleagues in order to get the pleasure (*ridha*) of Allah
  - d. I am trying to correct mistakes on my initiative to conform to Islamic teachings
  - e. As a Muslim, I feel obliged to provide quality work because I am paid for my services.
  - f. I really feel that I have to work because it is worship to Allah
  - g. As a Muslim, when I get annoyed, I make sure it does not affect my work
  - h. I feel obliged to help colleagues who are facing difficulties with work
  - i. I feel that God's wrath would come upon me if I did not work diligently for what I have been paid for
  - j. By Allah, I accept responsibilities that are not part of my job
2. Civic virtue behavior:
  - a. I actively participate in organizational meetings
  - b. I am confident about my ability to do my job activities
  - c. If I find my organization is not doing the right thing, I feel obliged to make positive changes
  - d. I prepared special gifts for hard-working coworkers
  - e. I thought of ways to develop my organization
  - f. I help other coworkers who have a heavy workload
  - g. I stay after work to help other employees
  - h. I stay at the office during breaks to help my co-workers with their work
3. Advocating High Moral Standards (*Da'wah*):

- a. I encourage my colleagues to observe Islamic teachings while doing their job
  - b. I feel obliged to voice un-Islamic actions in my organization
  - c. I humbly advise my coworkers about Islam
  - d. I feel bad when I can't correct wrong actions in my organization according to Islam
4. Removal of Harm (Raf'al haraj):
- a. I speak well of my organization, even if I don't like the policies
  - b. By Allah, I encourage my colleagues to respect the organization even though I oppose its policies
  - c. Although I may not be happy with my organization's policies, I do protect organizational resources
  - d. I orientate new employees even though it is not required of me

Service Performance (Cronin & Taylor, 1994):

1. Time:
  - a. I give good service
  - b. I am consistent in providing service
  - c. The service process that I provide is fast
2. Accessibility:
  - a. The location is easy to reach by transportation
  - b. Completeness
  - c. Customers are satisfied with the facilities provided
  - d. Safe and convenient parking
  - e. The lighting in each area is bright enough
3. Courtesy:
  - a. I am customer-friendly
  - b. I am always responsive and respond quickly in serving
  - c. I can handle all customer complaints
  - d. I can handle and prioritize customer needs
4. Responsiveness:
  - a. I am willing to help the customers
  - b. I give clear information

## Results and Discussion

### Results

#### *Respondents' Characteristics*

This study analyzes the relationship between perceived organizational support, psychological empowerment, and OCBIP in food processing industry companies in Yogyakarta. The analyses are all obtained from 112 employees in food processing industry companies who are also the respondents of this study with the characteristics shown in Table 1 below:

**Table 1:** Respondents' Characteristics

Characteristics		Frequency	Percentage
<b>Gender</b>	Male	47	42.0
	Female	65	58.0
	Total	112	100.0
<b>Age</b>	20-28 years old	42	37.5
	29-36 years old	20	17.9
	37-44 years old	31	27.7
	45-52 years old	19	17.0
	Total	112	100.0
<b>Length of work</b>	1-3 years	58	51.8
	4-7 years	17	15.2
	9-11 years	19	17.0
	> 12 years	18	16.1
	Total	112	100.0
<b>Education</b>	Senior/Vocational High School	66	58.9
	D1 (Associate degree)	11	9.8
	D3 (Associate degree)	28	25.0
	S1 (Bachelor's degree)	7	6.3
	Total	112	100.0

**Normality Test**

Normality test is used to measure normal distribution, both by multivariate and univariate using AMOS 22 software. The distribution is normal if the CR skewness value is not more than  $\pm 2.58$ . The result of normality test is shown in Table 2 as follows:

**Table 2:** Result of Normality Test

Variable	Min	Max	Skew	c.r.	kurtosis	c.r.
KL1	2.000	5.000	-.235	-1.016	-.122	-.263
KL2	3.000	5.000	-.207	-.896	-.786	-1.698
KL3	2.333	5.000	.180	.779	-.458	-.988
KL4	3.000	5.000	.107	.464	-.432	-.932
KL5	2.500	5.000	-.189	-.814	-.388	-.838
Pok4	2.750	5.000	-.009	-.040	-.077	-.167
Pok3	2.500	5.000	.035	.151	-.364	-.787
Pok2	2.571	5.000	.256	1.107	-.483	-1.043
Pok1	2.500	5.000	-.234	-1.010	-.119	-.258
PP4	2.000	5.000	.018	.079	-.209	-.452
PP3	1.500	5.000	-.150	-.650	.267	.577
PP2	2.667	5.000	.149	.645	-.347	-.749
PP1	2.667	5.000	.093	.400	-.239	-.516
Pos8	2.000	5.000	-.123	-.533	-.395	-.854
Pos7	2.000	5.000	-.105	-.455	-.454	-.981
Pos6	3.000	5.000	.020	.088	-.759	-1.639
Pos5	2.000	5.000	-.211	-.911	-.239	-.517
Pos4	2.000	5.000	-.257	-1.111	-.368	-.796
Pos3	2.000	5.000	-.412	-1.778	-.443	-.958
Pos2	2.000	5.000	-.118	-.509	-.723	-1.561
Pos1	3.000	5.000	-.062	-.269	-.496	-1.071
Multivariate					7.063	1.203

It can be known from the results of CR analysis, that there is no value of skewness greater than 2.58, therefore the distribution can be said to be normal.

**Outlier Test**

Outlier is observation or a data with unique characteristics which appear to be very different from other observations, and appear to be in the form of extreme values, either for a single variable or a combination variable. Multivariate outlier test is performed using the mahalanobis distance criteria. The results of the outlier test are presented in Table 3.

**Table 3:** Results of Outlier Test

Observation number	Mahalanobis d-squared	p1	p2
54	35.326	.009	.620
49	33.293	.015	.515
26	30.107	.036	.779
111	29.971	.038	.614
33	27.356	.073	.916
25	27.151	.076	.863
27	26.838	.082	.822
2	26.544	.088	.778
67	26.358	.092	.710
94	25.905	.102	.716

Table 3 is a table of observations farthest from the centroid (Mahalanobis distance), but the researcher does not distribute as a whole and only includes the top 10 rows from a total of 100 rows. The Mahalanobis score in the test was below 37.485. This means that the data shows there are no outliers in this study.

### Confirmatory Test

This test consists of validity test and reliability test. The validity test of the instrument or the accuracy test of the research instrument is the level of the research instrument's ability to reveal data in accordance with the problem to be disclosed, or the relationship between each variable. The reliability test is the index that will show the extent to which a measurement tool is reliable, and the extent to which the measurement results remain consistent if two or more measurements are made of the same problem with a deep measuring instrument. The result of confirmatory test is presented in Table 4.

**Table 4:** Confirmatory Test Results

Variable	Indicator	Loading ( $\lambda$ )	Error ( $\epsilon$ )	$\Sigma(\lambda)$	$\Sigma(\epsilon)$	CR	AVR	Information
<b>Perceived Organizational Support (POS)</b>				3.814	1.068	0.932	0.732	Reliable
	Pos1	0.772	0.160					Valid
	Pos3	0.798	0.272					Valid
	Pos4	0.753	0.207					Valid
	Pos5	0.764	0.219					Valid
	Pos6	0.727	0.210					Valid
<b>Psychological Empowerment</b>				2.836	0.789	0.911	0.721	Reliable
	PP1	0.822	0.086					Valid
	PP2	0.773	0.123					Valid
	PP3	0.626	0.312					Valid
	PP4	0.615	0.268					Valid
<b>Organizational Citizenship Behavior from Islamic Perspective</b>				3.146	0.466	0.955	0.843	Reliable
	POK1	0.646	0.168					Valid
	POK2	0.838	0.108					Valid
	POK3	0.814	0.121					Valid
	POK4	0.848	0.069					Valid
<b>Service performance</b>				3.817	0.830	0.946	0.780	Reliable
	KL1	0.730	0.215					Valid
	KL2	0.637	0.264					Valid
	KL3	0.862	0.104					Valid
	KL4	0.788	0.116					Valid
	KL5	0.800	0.131					Valid

Table 4 is the results of validity and reliability test. An indicator is valid if the loading factor is  $\geq 0.5$  or ideally  $\geq 0.7$ , and a variable is reliable is it has composite reliability value of  $>0.50$ . By looking at the data analysis above, all variables and indicators are valid and reliable.

### Goodness of Fit (GOF) Model Test

Fit model test is evaluated through a review of various goodness of fit criteria. Therefore, the first action that needs to be taken is to evaluate whether the data used can fulfill the assumptions needed to perform SEM analysis. When these assumptions have been met, the model can be tested. Several important measurements in evaluating the goodness of fit criteria along with the cut of value are shown in Table 5.

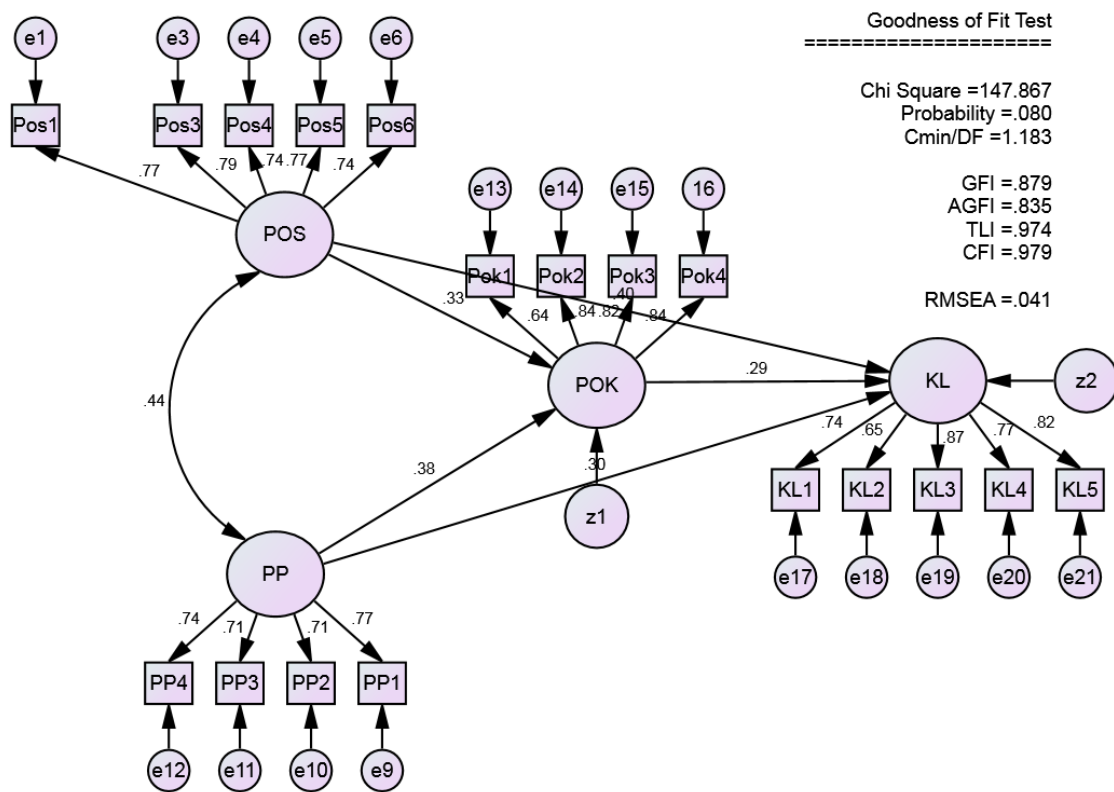
**Table 5:** Goodness of Fit Model Test Results

Criteria	Critical Value	Results	Conclusion
<b>X<sup>2</sup>- Chi-square</b>	Diharapkan Kecil ( $\leq 152.09$ )	147.867	Good
<b>Probability</b>	$\geq 0,05$	0,080	Good
<b>RMSEA</b>	$\leq 0,08$	0,041	Good
<b>GFI</b>	$\geq 0,90$	0,879	Marginal
<b>AGFI</b>	$\geq 0,90$	0,835	Marginal
<b>TLI</b>	$\geq 0,90$	0,974	Good
<b>CFI</b>	$\geq 0,90$	0,979	Good
<b>CMIN/DF</b>	$\leq 2$	1.183	Good

Table 5 shows the Chi-square value is 147.867 and the probability value is greater than 0.05, namely 0.080. The probability value meets the recommended standard value, so that the model is suitable to be used as a tool to confirm the observed data. The RMSEA value is 0.041, which is smaller than 0.08, so it can be said to be good. Furthermore, the AGFI value is 0.835, below 0.90, the TLI value is 0.974, or above the recommended value which is 0.90. Based on these results, the model can be said to be feasible marginally.

### Hypothesis Test Results

The result of hypothesis test based on the research model is shown in Figure 1.



**Figure 1:** Hypothesis Test Results Based on the Research Model

Based on the statistical analysis using AMOS 22 software, it is obtained the results of hypothesis test, which is a causality relationship test of each research variable as presented in Table 6 and Table 7.

**Table 6:** Direct Influence between Variable

Relationship between Variable	Estimate	S.E.	C.R.	P	Conclusion
<b>KL</b> --- <b>POS</b>	0.396	0.102	3.937	0.000	Supported
<b>KL</b> --- <b>PP</b>	0.300	0.128	2.925	0.003	Supported
<b>KL</b> --- <b>POK</b>	0.292	0.152	2.752	0.006	Supported

**Table 7:** Indirect Influence (Mediation) between Variable

Relationship between Variable	Sobel Test (T-test)	P	Conclusion
<b>POS -&gt; POK -&gt; LL</b>	2.006	0,044	Mediating
<b>PP -&gt; POK -&gt; LL</b>	2.058	0,039	Mediating



Based on Table 6 and 7, the results of the hypothesis test in this study can be concluded as follows:

The first hypothesis test is to prove that perceived organizational support has a positive influence on service performance. Based on the results, the regression coefficient is positive with the value of 0.396 and p-value of 0.000, which is less than 0.05. Therefore, the higher perceived organizational support, the better the service performance would be. It can be concluded that perceived organizational support has a positive influence on service performance. Hypothesis 1 is supported.

The second hypothesis test is to prove that psychological empowerment has a positive influence on service performance. Based on the results, the regression coefficient is positive with the value of 0.300 and p-value of 0.003, which is less than 0.05. Therefore, the higher psychological empowerment, the better the service performance would be. It can be concluded that psychological empowerment has a positive influence on service performance. Hypothesis 2 is supported.

The third hypothesis test is to prove that OCBIP has a positive influence on service performance. Based on the results, the regression coefficient is positive with the value of 0.292 and p-value of 0.006, which is less than 0.05. Therefore, the higher OCBIP, the better the service performance would be. It can be concluded that OCBIP has a positive influence on service performance. Hypothesis 3 is supported.

The fourth hypothesis test is to analyze the mediation role of OCBIP on the relationship between perceived organizational support and service performance. Based on the results, the sobel test value that is obtained is 2.006 with the p-value of 0.044, which is less than 0.05. Therefore, OCBIP is able to mediate the relationship between perceived organizational supports on service performance. Hypothesis 4 is supported.

The fifth hypothesis test also aims to analyze the mediation role of OCBIP on the relationship between psychological empowerment and service performance. Based on the results, the sobel test value that is obtained is 2.058 with the p-value of 0.039, which is less than 0.05. Therefore, OCBIP is able to mediate the relationship between psychological empowerment on service performance. Hypothesis 5 is supported.

## **Discussion**

### *The Influence of Perceived Organizational Support on Service Performance*

The results of this study show that “perceived organizational support has a positive influence on service performance”. This means that the organizational support provided to employees can be accepted or felt by them. Therefore, the organizational support can increase the performance of good services, and vice versa. The worse the organizational support provided, the more reduced the employee service performance would be.

A good company can provide employees with the needs of the company fairly with the efforts the company gives to the employees. Organizational support is reflected through opportunities for employees to be involved in decision making; as in the extent to which the organization values employee contribution and the extent to which they have concern about the employee well-being. Organizational support is also shown by company in providing intensive, promotions, salaries, as well as rewarding employee achievements. Those are signals to prove that there is support from the company for its employee, as well as to show that the company has a concern for developing employee skills.

Ahmed et al. (2012) stated that the opportunity for employees to participate in the decision-making process is considered as organizational achievement to apply knowledge possessed by their employees. Clarity of roles and participation in decision making are also forms of organizational support to entertain employees in the work environment and to increase employee commitment.

The findings of this study indicate that perceived organizational support has a positive relationship with performance. Therefore, the workforce involved is likely to perform their duties more efficiently and effectively. This way, organizations can benefit by stimulating employee involvement in work among their employees by creating a work environment that inspires involvement. This will encourage employees to make decisions about their own job roles and the organization to redesign job assignment, which probably will be useful for increasing employee involvement in the support provided by the company.

Second, these findings also indicate that employee involvement in work is more beneficial for objective employee performance for employee who perceived high organizational support. In other words, the organization must help employees to direct their involvement to important tasks rather than just encouraging their involvement. According to organizational support theory, it is useful to increase employees' perceptions that the organization has concerns, approves, and respects employees' contributions, meets employees' socio-emotional needs, as well as direct workers to incorporate organizational membership and role status into their social identities. In addition, organizations and managers must also reinforce employees' beliefs that the organization recognizes and rewards performance improvements (i.e., performance reward expectations).

### *The Influence of Psychological Empowerment on Service Performance*

The results of this study show that psychological empowerment has a positive influence on service performance. This means that the better the psychological empowerment is, the more service performance would be increased, and vice versa. This result indicates that psychological empowerment for employee is needed and essential for employees in order to support good service performance.

If the employees of food processing industry companies in Yogyakarta are able to feel successfully empowered in their work environment, they will feel more competent about their abilities and have a high level of psychological empowerment. They will feel more satisfied with their work, more effectively committed to the organization, have lower intention to leave the organization, and will show a more positive performance. Information and evaluation provided by companies on every job of employees is also a form of psychological empowerment which is carried out to minimize the feeling of uncertainty in employees. Employees will feel more empowered when they have the opportunity to do a good job and take responsibility for their own work.

From the previous studies conducted by Sanjeev and Shanti (2018), it is known that employees with high sense of psychological empowerment tend to have good service performance because they view their relationship with the company. They highlighted that empowered individuals will have better performance compared to relatively less empowered individuals. This is because empowerment is a process that makes employees utilize their full potential to carry out their duties effectively due to a high level of intrinsic sense of task motivation.

The findings of this study reveal that psychological empowerment has stronger influence on psychological empowerment of employees that is received from the company. Psychological empowerment can encourage employees to think about their ability in completing work that has impacts on work environment. It has been determined that the dimension of psychological empowerment fits with the exact dimension of the original scale referred to as meaning, competence, self-determination, and impact. If a person feels that he or she can influence the results of the organization, their effectiveness and thus the level of performance will be increased. On the contrary, if a person does not believe that he can make a difference, they will tend to bend over backwards at his job, and will often be perceived as less effective. Thus, the findings of this study support the literature and other studies. In general, employees who are psychologically empowered can do their job well, so they can provide customer satisfaction and meet their expectation, thus in turn, can affect service performance.

#### *The Influence of OCBIP on Service Performance*

The results of this study show that OCBIP has a positive influence on service performance. This means that the more the interaction that aligns with Islamic perspective is carried out by fellow workers, the employee performance would enhance better performance according to Islam, and vice versa.

According to the study from Kamil (2015), employees are more motivated to show OCB based on Islamic teachings and principles. Furthermore, employees are also required to cooperate with their coworkers and help each other in the workplace. The findings in this study could potentially support the theory that Muslim employees are the determinants of OCBIP performance. However, there is still insufficient evidence that is available to support the theory.

In this study, it is found that employees who have good behavior and always do everything or work in accordance with Islamic law is caused by companies that are able or successful in providing good support. With these supports, employees will obey the rules set by the organization, which will result in good service performance carried out by employees to customers. Employees will be able to fit a more complex organizational dynamic. Furthermore, it is expected that the food processing industry companies can improve the OCBIP of their employees in increasing its effectiveness. This finding supports the study from Sulaiman (2018) that OCBIP has an influence on performance.

With good service performance, customers are less likely to complain to the company. This will make the costs incurred by the company for maintenance also reduced. In addition, considering the implication to repurchase, consumers will return to use the products of the food processing industry companies to fulfill their needs. Therefore, the role of OCBIP is required to support the employee performance in order to provide good service performance for consumers and companies.

#### *The Influence of Perceived Organizational Support on Service Performance Mediated by OCBIP*

The results of this study show that OCBIP mediates the influence of perceived organizational support on service performance. This means that the higher the OCBIP, the more it increases the relationship between perceived organizational support and service performance, and vice versa. Therefore, if the employees of the food processing industry companies are able to implement Islamic values in their work ethics, it will increase the influence of perceived organizational support on employee performance.

The implementation of OCBIP for an employee at a company can have a good influence on the behavior and perceived organizational support that has been provided by the company in improving work to show a positive work attitude. This finding has several practical implications. First, perceived organizational support for employees has motivated them to adopt OCB that encourage employees to take an extra role in advancing the company. Second, perceived organizational support for employees has become an important factor in improving employee performance. Third, the application of OCB can improve employee performance. In this study, OCBIP plays an important role in the distribution of organizational support and employee service performance. The results of this study also show that POS has a positive relationship with voluntary and informal behavior, such as OCB, and on required behavior by fellow employees. Thus, if there are employees who are supported by the organization, they will have positive attitude towards other employees.

This finding is consistent with the study conducted by Chen (2008), who found that if an employee has a higher level of POS, that employee shows affirmative OCB, which will eventually improve the employee's service performance. It shows that the mediation

role of OCBIP is not only directed to organizational or individual outcomes, but to the whole organizations and individuals. In addition, employees' positive perception of organizational support makes them add value to organizational learning, thus they will report higher level of POS.

On the other hand, the study carried out by Sukmayanri (2018) is using cross-sectional method, while the work environment can always change dynamically. Therefore, it is important to carry out this study in the future, although the results show that OCBIP mediates the relationship between perceived organizational support and OCB positively.

#### *The Influence of Psychological Empowerment on Service Performance Mediated by OCBIP*

The results of this study show that OCBIP mediates the influence of psychological empowerment on service performance. This means that the higher the OCBIP, the more it increases the relationship between psychological empowerment and service performance, and vice versa. Therefore, if the employees of the food processing industry companies are able to implement Islamic values in their work ethics, it will increase the influence of psychological empowerment on employee performance in their organization. OCBIP has a strong relationship with empowerment. OCBIP focuses on individual, in which their belief can influence the way they view the organization. Psychological empowerment also focuses on situations that affect individuals on the way employees perceive the organization.

Psychological empowerment can change the internal source of employee motivation; this feeling can increase one's personal motivation and can stimulate active OCBIP (Yen et al., 2004). Those who feel more competent about their abilities and are successfully empowered have a higher level of psychological empowerment towards the organization and are able to produce good service performance. The higher the psychological empowerment of the food processing industry companies, the higher the employee service performance would be.

These findings show that psychological empowerment positively influences service performance, as done by OCB. Empowerment involves employee control, independence, and information to participate in organizational affairs and decision making, because psychological empowerment is found to be the stressor of the influence of POS on performance. OCBIP has partial mediation influence on the relationship between psychological empowerment and service performance. It is also found that POS and psychological empowerment are both important antecedent variables from OCBIP. This study aligns with the previous studies regarding the positive influence of OCB on service performance achievement conducted by Chiang (2012).

The results of this study show that psychological empowerment motivates individual and able to increase employee service performance through OCBIP as mediation variable. Many researchers claim that the mediating role of OCBIP has not been studied extensively. Therefore, adding OCBIP as a mediating variable in this research model will fill the research gap in the literature. In addition, employees who are empowered can perform better than employees who are less empowered. Psychological empowerment increases employee effort, effort intensity, persistence, and flexibility which ultimately results in high performance. If employees consider themselves competent and seek meaning in their work, then their performance is likely to reflect such thinking.

## **Conclusions**

This study attempts to test the influence of perceived organizational support and psychological empowerment on service performance mediated by OCBIP. Based on the objective of this study and the explanation above, the conclusions that can be drawn are as follows:

Perceived organizational support has a positive influence on service performance. This means that the better the organizational support provided to employees, the employee perception towards the company will be increased positively, and vice versa. The worse the organizational support provided to employees, the employee perception towards the company will be decreased, which will reduce the employee performance. Psychological empowerment has a positive influence on service performance. This means that the better the implementation of psychological empowerment, the more it increases performance, and vice versa. The worse the implementation of psychological empowerment, the more it reduces the employee performance. This shows that if the employee perception of the food processing industry company regarding the psychological empowerment is high, their service performance would also be high.

OCBIP has a positive relationship on service performance. This means that the better the implementation of OCBIP, the more it increases service performance, and vice versa. The worse the implementation of OCBIP, the more it reduces service performance. This shows that the employee perception of the food processing industry company regarding the procedure to conduct interaction is high and in accordance to the Islamic ethics, their service performance would also be high. Perceived organizational support has a positive relationship on service performance mediated by OCBIP. This means that the better the implementation of OCBIP, the more it increases the relationship between perceived organizational support and service performance. Conversely, the worse the implementation of OCBIP, the more it reduces the relationship between perceived organizational support and service performance.

Psychological empowerment has a positive relationship on service performance mediated by OCBIP. This means that the better the implementation of OCBIP, the more it increases the relationship between psychological empowerment and service performance. Conversely, the worse the implementation of OCBIP, the more it reduces the influence of psychological empowerment on and service performance.

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